

## **Social Media Marketing Plan for Lakeside Cafe**

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<p>The principles of marketing have always been about connecting with consumers at the right place at the right time. Nowadays that means meeting them where they are spending a lot of their time already: online. Engaging with brands has become a part of the buyer decision process. Social media effects consumers' decisions to purchase more than ever before. This thesis aimed to create a social media marketing plan for a Finnish tourism company called Lakeside Cafe. The plan was based on the SOSTAC® marketing planning model. The goal was to improve the commissioning party's performance on social media.</p> <p>Firstly, the commissioner of the thesis was introduced, covering their business idea, services, organisational structure, marketing channels and main competition. Secondly, the thesis provided theoretical framework about relevant topics related to the end product of the thesis. The topics were marketing communications in the digital age and social media marketing planning. The first part of the theory discussed how marketing communications has changed as well as key digital marketing terms. The second part of the theory introduced the SOSTAC® marketing planning model in detail. The end product, the social media marketing plan, was placed in appendix 1 at the end of the report.</p> <p>Thirdly, the methods for collecting the data were presented as well as the data collection process. The methods used for collecting the data were benchmarking and collecting social media marketing best practices. The data was collected in March and April 2017. The benchmarking partner for the benchmarking study was Kitty's Milkshake Bar. The benchmarked processes were Facebook and Instagram marketing. The observed activities were profile picture, cover photo, about section, ways to contact, information section, posting schedule, content types, captions and dialogue. The social media marketing best practices on the other hand were collected through different social media marketing websites. The recommendations provided in the marketing plan were based on the benchmarking study and the collected social media marketing best practises.</p> <p>The social media marketing plan recommended two social media tools for the commissioner, Facebook and Instagram. The plan held many recommendations for Lakeside Cafe, but the most important issues had to do with activity, post types, engagement, dialogue and participation. The recommendations included that Lakeside Cafe should aim to post different types of content actively on both Facebook and Instagram. They should post pictures, videos, fill-in-the-blanks, questions, special offers, industry news and pictures that ask questions. They should maintain their pages somewhat active during off-season as well. Furthermore, Lakeside Cafe should increase dialogue with their online audience by including customers in their pictures, asking questions, replying to comments, tagging people who are involved and posting user-generated content. In addition, they should make people participate by asking questions, posting fill-in-the-blanks and holding contests.</p>	
<b>Keywords</b> Social media marketing, SOSTAC®, digital marketing	

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# 1 Introduction

E-marketing is important to every business in the future due to its scale and the benefits it offers to both consumers and businesses. Traditional marketplaces have migrated into electronic marketplaces. The change is significant, since access to the Internet across all borders is growing rapidly. The virtual world is already inhabited by over a billion customers. (Chaffey & Smith 2013, 4-5.)

Engaging with brands has become a part of the buyer decision process. Social media influences consumer behaviour in a variety of ways. For instance, it emphasizes the power of word-of-mouth. Online customer reviews influence consumers' decisions to purchase more than ever before. Social media also has the power to turn wants into needs by grabbing consumer's attention, causing them to act on a desirable way. In addition, social media enhances the relationship between customers and businesses and keeps all stakeholders informed about important information, such as product releases, sales announcements, events, store hours and locations. (Elmerraji 2015.)

The project that I will undertake is about creating a social media marketing plan for a tourism company called Lakeside Cafe. The marketing plan will be based on PR Smith's SOSTAC® marketing planning model. I came up with the topic in the summer of 2016 when I interned at Lakeside Cafe for two and a half months. During my time as an intern there, I noticed that they were not doing very well with social media, so I thought that is something I could help the company with.

The project aims to improve Lakeside Cafe's performance on social media. In order to achieve this aim, I will create a social media marketing plan for them. I will analyse Lakeside Cafe's current performance on social media as well as their competition, collect the best practises in social media marketing and benchmark one small business that has achieved social media success.

E-marketing, also known as Internet marketing and digital marketing, refers to marketing online via web sites, online ads, opt-in emails, interactive kiosks, interactive TV or mobiles. It is about moving closer to customers, knowing them better and maintaining a two-way conversation with them. Furthermore, e-marketing is about adding value to products, widening distribution channels and driving sales through running e-marketing campaigns. Using the web site to track customer leads, sales and managing after-sales service is part of e-marketing as well. (Chaffey & Smith 2013, 15.)

The term social media refers to being social on the web. It is a platform for conversations, increasing brand awareness and networking. Social media allows businesses to engage with their customers in real time and find out about their wants and needs. (Coles 2014, 4.) The different forms of social media include blogs, microblogs, social networks, media-sharing-sites, social bookmarking and voting sites, review sites, forums, virtual worlds and many more. (Zarrella 2010, 3.)

Social media marketing (SMM) is the utilization of social media to facilitate exchanges between customers and businesses. Social media marketing provides valuable and inexpensive information to marketers about consumers. Additionally, it provides multiple different ways to interact and engage consumers in the buying process. There are several marketing objectives businesses can meet by utilizing social media marketing, such as branding and promotion, research, customer service and relationship management objectives. (Tuten & Solomon 2015, 37.)

Using social media for marketing purposes offers many benefits for businesses. According to a study conducted by Social Media Examiner, social media marketing increases exposure and traffic. It also drives sales for businesses who invest time in social media. According to the study, social media grows business partnerships, generates leads, reduces marketing expenses, improves search rankings and provides marketplace insight. Furthermore, using social media for marketing purposes helps businesses to build a loyal fan base and establish thought leadership. Most of these benefits were gained with as little as six hours of social media efforts per week. (Stelzner 2016.)

An outline of the commissioner of the thesis, Lakeside Cafe, will be provided in chapter two, along with an introduction of Lakeside Cafe's main competition. The theoretical framework of the report will be presented in chapter three with a focus on marketing communications in the digital age as well as PR Smith's SOSTAC® marketing planning model. The development process of the project will be covered in chapter four, including collection of the data and description of the end product. Chapter five assesses the thesis writing process. The end product, the social media marketing plan, can be found in appendix 1 at the end of the report.

## **2 Lakeside Cafe**

This chapter will introduce the commissioner of the thesis, including their business idea, services, organisational structure and current marketing channels. Lakeside Cafe's main competition will be reviewed in this chapter as well.

### **2.1 Business idea and services**

The thesis is commissioned by a tourism company called Lakeside Cafe. Lakeside Cafe is located by the Lake Lohja in Lohja, Finland. Its operations include a coffee shop with legal rights to serve alcohol, a barbecue restaurant, meeting and conference facilities and accommodation. Lakeside Cafe also rents its meeting and conference facilities for different kinds of events, such as baptism – and confirmation parties and weddings. (Lakeside Cafe 2014.) Catering and/or entertainment is arranged on request. Lakeside Cafe is open almost daily from June till end of August. Outside the summer season they are open occasionally on weekends. Their approximate revenue in 2016 was 48,000 euros. (Owen 12 February 2017.)

The business idea of Lakeside Cafe is to offer its customers the opportunity to relax in a natural environment by the lake, eat tasty grilled food, drink a cup of fresh coffee alongside homemade pastries and perhaps enjoy a glass of wine or two. The slogan of Lakeside Cafe, "Think, relax and share a thought", tells a lot about the idea behind the company. According to the slogan, Lakeside Cafe is a place where people can come to simply think, share what is on their mind and above all, relax.

The coffee shop sells hot and cold beverages, homemade pastries and ice cream. There are burgers, salads, chicken, pork and grilled sausage on the grill's menu. Lakeside Cafe aims to use as many organic ingredients as possible. They even have their own vegetable garden where they grow for example salad for their Lakeside Burgers. In addition, Lakeside Cafe sells fresh squeezed apple juice that is made from the apples of their own apple garden. (Lakeside Cafe 2014.)

The owner and CEO of Lakeside Cafe is Brian Owen. Last summer the staff consisted of six employees: three cooks and three waitresses. This year there are going to be some changes in the staffing plan. Lakeside Cafe will employ a few casuals on an "on call" basis rather than having many steady employees. Lakeside Cafe will also hire a professional cook in order to improve the quality of the food. He or she would cook for any conference

groups, private parties, weddings etc. Lakeside Cafe has only had short order cooks during the summer seasons, but from now on Lakeside Cafe aims to provide their own in-house catering all year round. (Owen 12 February 2017.)

Lakeside Cafe offers three types of accommodation: a mansion suite, an island cabin and two smaller cabins. The mansion suite is located in the historic mansion of Vohloinen. The mansion is over 700 years old. The facilities of the mansion suite include a sauna, a hot tub, television, free WLAN, a balcony with a lake view and a covered parking space. A two day stay at the mansion suite costs 180 euros. (Lakeside Cafe 2014.)

The island cabin is located on a separate island owned by Lakeside Cafe. The cabin has sleeping facilities for four people. Facilities of the cabin include a sauna, a fireplace, a deck with a lake view and a rowing boat. There's no electricity in the cabin. A week-long stay at the island cabin costs 300 euros. It is also possible to rent the cabin for only a few days stay. (Lakeside Cafe 2014.)

The two smaller cabins are located in the yard of the coffee shop. The two cabins can accommodate up to eight people. The facilities of the cabins include free WLAN and a shower room in the premises of the coffee shop. Guests have the possibility to go swimming, fishing, boating or hiking during their stay at the cabins. A night at the cabin costs 25 euros per person. (Lakeside Cafe 2014.)

## **2.2 Marketing channels**

Lakeside Cafe's current marketing channels are Facebook, Instagram, website, Twitter, Foursquare and occasional ads on newspapers. The CEO of Lakeside Cafe, Brian Owen, says that they haven't marketed Lakeside Cafe properly. As stated by Owen (12 February 2017), "We will have to spend more money this year on marketing to bring out an awareness about the place including sending an employee out to meet businesses in the Lohja area and also further afield."

Lakeside Cafe's website looks really neat and professional. It holds information about the coffee shop, events, meetings, accommodation, ways to contact and hours of operation. There is also a picture gallery on their website where people can find pictures of Lakeside Cafe's meeting and accommodation facilities. Additionally, there are direct links to Lakeside Cafe's Facebook page, Twitter account, Foursquare page and email on their website.

Lakeside Cafe's Twitter account is inactive. Their last tweet is from 2nd of August 2016 and the one before that is from 24th of March 2013. Lakeside Cafe has tweeted 15 times in total and they have 22 followers. They are following 25 accounts and they have liked 9 pages. Lakeside Cafe hasn't provided a lot of information about themselves on Twitter. They have only added their location and a link to their website.

Lakeside Cafe is inactive on Foursquare as well. Their most recent tip is from 29th of July 2012 which indicates that Lakeside Cafe is not using this platform anymore. Lakeside Cafe has shared basic information about themselves on Foursquare, such as location, services, phone number, website, Facebook, Twitter and opening hours, even though they are not up to date. In addition to basic information about the company, Lakeside Cafe has added eleven photos that mostly showcase the lakeside scenery.

According to Brian Owen, Lakeside Cafe has had ads on newspapers, but only a few. Owen says that they have to do more marketing this year and think carefully which areas of the business they want to focus their marketing on. In addition, he states that social media, Facebook in particular, is the best marketing channel for them at the moment. (Brian Owen 21 April 2017) Image 1 shows an example of Lakeside Cafe's newspaper ad where they advertise their coffee shop.



Image 1: Example of Lakeside Cafe's newspaper ad (Brian Owen 26 April 2017)

## 2.3 Competition

Lakeside Cafe's main competition is Ravintola Hannes, Kisakallio Sports Institute, Hotel Lohja and Gasthaus Lohja. (Brian Owen 12 February 2017.) As stated by the CEO of Lakeside Cafe, Brian Owen (12 February 2017), "There are a few other places that can be rented for conferences, but I have noticed that clients would prefer to come to us if the price is within their budget. Most customers find our place ideal for having a conference as



it is close to town, peaceful and in a beautiful area surrounded by forest and lakeside frontage.”

Ravintola Hannes is a venue for all kinds of celebrations, gatherings, meetings, seminars, concerts, lectures etc. The restaurant is located only 1.2 kilometres from Lakeside Cafe. The three venues of Ravintola Hannes can fit up to 120 people. They also offer catering services in the metropolitan area and in other regions of Uusimaa. Their catering services include food and beverages, and tableware and staff if needed. (Ravintola Hannes 2017.)

Kisakallio Sports Institute is a non-profit foundation that offers a wide variety of sports, education, activities and training facilities in Lohja. It is one of the biggest training and education centres in both Finland and Europe. Furthermore, Kisakallio organises many different kinds of events, sports camps and tournaments annually, which makes it a competitor for Lakeside Cafe. (Kisakallio 2017.)

Hotel Lohja is a small family owned hotel in the centre of Lohja. The hotel has 29 rooms, a 50 square meter apartment and a meeting room. The meeting room is ideal for small meetings, courses, gatherings, events, product exhibitions etc. The meeting room can host up to 30 people. In 2016 Hotel Lohja was awarded as Lohja’s travel company of the year. (Hotel Lohja 2017.)

Gasthaus Lohja is a hotel and a restaurant located near the centre of Lohja. The hotel has 18 rooms, a cellar restaurant, a bar, cabinets for meetings and a decked terrace. The restaurant can be booked for all kinds of celebrations and meetings of up to 45 people. In addition, they have a sauna that can be booked on weekends for groups of up to ten people. (Gasthaus Lohja 2017.)

### **3 Planning social media marketing**

This chapter will explain how marketing communications has changed over the years and what kind of marketing techniques today's marketers use for promoting different products and services. This chapter will also discuss the SOSTAC® marketing planning model in detail.

#### **3.1 Marketing communications in the digital age**

The internet has had a great impact on many industries, but few have changed as much as the marketing industry. Back in the days there were television commercials and static billboards. Now there are new tools for marketing, such as search engine optimization (SEO), social media and display advertising. (Solomon 2015.)

Traditional media, or old media, refers to television, newspaper, radio and magazine ads. Marketers have used traditional media for decades. Traditional media is the root of advertising and the most common form of advertising for businesses. Despite the effectiveness of old media, businesses have now discovered new media to reach its target audiences. Traditional media is slightly more expensive than new media, but if a business is looking to target a larger audience, traditional media is the right solution. (Grant 2014.)

New media on the other hand encompasses online advertising, online streaming and social media advertising. New media is content that can be easily accessed via different digital media forms. It is the future of advertising since all the time more and more people use new media to find information. New media helps businesses to reach consumers and other businesses easily. Use of new media for advertising is particularly effective when targeting a narrow audience. (Grant 2014.)

Mass media communication was emphasized up to the early 1980s, particularly television advertising. Researchers began to see that consumers received television advertising passively. In the late 1980s marketing professionals started to re-examine the role and effectiveness of mass media advertising as a marketing communications tool. (Eagle, Dahl, Czarnecka & Lloyd 2014.)

Mass media, meaning television channels, radio stations and print media, competed for a share of advertising. The fragmentation of mass media led to the growth of new media forms. These new media forms were using electronic technology, such as the Internet. In major markets consumers could now have access to and control over marketing communications. (Eagle & al. 2014.)

Marketing is less transactional and more interpersonal nowadays. A decade ago, marketers focused on convincing consumers to buying their products. Now marketing aims to build long lasting relationships with customers. Conversation matters these days, not the channels through which it unfolds. Nowadays successful marketing requires providing engaging content as well. Marketers have become conversationalists rather than communicators, and a good conversationalist has the ability to provide compelling content. (Young 2011.)

Marketing communications in the modern age revolve around the term of digital marketing. Digital marketing refers to any form of marketing that is implemented online. Nowadays people spend twice as much time online as they did twelve years ago. Consumer buying behaviour has really changed, which means that traditional marketing is not as effective as it used to be. The principles of marketing have always been about connecting with consumers at the right place at the right time. Nowadays that means meeting them where they are spending a lot of their time already: online. (Alexander 2016.)

The many different forms of digital marketing include search engine optimization (SEO), content marketing, inbound marketing, social media marketing, pay-per-click (PPC), affiliate marketing, native advertising, marketing automation, email marketing and online PR. (Alexander 2016.) Search engine optimization means increasing traffic to a website by ranking higher in search engines. SEO ensures that the website is well-organized and rich in terms of relevant keywords. In addition, SEO makes sure that the HTML of the website is optimized and that the website includes cross-linking. (Techopedia 2017.)

According to Pulizzi, content marketing is about creating, delivering and governing content that attracts and retains customers. Furthermore, Pulizzi defines content marketing to be about positioning the brand as a credible expert in the field with the goal to change behaviour. (Smart Insights 2017.) Inbound marketing on the other hand refers to attracting customers through relevant and helpful content and interactions. Inbound marketing is implemented in blogs, social media and search engines. By addressing the needs and problems of consumers with helpful content, consumers' trust builds and credibility for the business increases. (HubSpot 2017.)

The definition of social media marketing (SMM) was already covered in chapter one, so pay-per-click (PPC) is the next form of digital marketing to be defined. Pay-per-click means that advertisers pay a fee every time someone clicks on their online ad. It is about buying visits to a website rather than earning them organically. One of the most popular forms of PPC is search engine advertising. (Wordstream 2017.) Affiliate marketing on the

other hand is pay-for-performance advertising where a business pays a third party publisher commission fee for promoting their products and services online. These third party publishers are called affiliates. Affiliate marketing has increased in popularity with the era of Internet. In affiliate marketing performance is measured by internet analytics, which reveal how many leads generated into sales. (Investopedia 2017.)

Native advertising refers to online content that is created with the purpose to promote a certain brand. Native advertising is usually in a format of a blog post, an infographic or other editorial content. Traditional ad formats are not used in native advertising, such as banner ads. Social media posts where celebrities promote a certain brand can also be considered as native advertising. (Smart Insights 2017.)

Marketing automation refers to a software that automates repetitive marketing actions, such as email, social media posts and other website actions. (Alexander 2016.) Successful marketing automation usually generates remarkable new revenue and return on investment for businesses. (HubSpot 2017.) Email marketing on the other hand is used as a communication tool between a business and its audience. Businesses use email marketing to promote content, events and special offers as well as to direct people to their company website. (Alexander 2016.) Lastly, online PR is about influencing people rather than buying placement in magazines, newspapers, blogs or social media. (Ironpaper 2013.) It is about securing earned online coverage with digital publications and other websites that are based on content. (Alexander 2016.)

Creating marketing plans and strategies for modern marketing challenges marketers more than ever before. New channels, devices and platforms are developed constantly. Marketers have to master multiple different marketing platforms, such as smartphones, tablets, social networks and search engines. Use of traditional media for marketing purposes is declining, but some businesses still find it useful to use old media for integrated marketing campaigns. The principles of marketing remain the same, but despite the channels available to marketers, marketers need to identify customer needs, develop compelling brand propositions to different customer segments and communicate them clearly. (Smart Insights 2017.)

### **3.2 SOSTAC® marketing planning model**

The SOSTAC® marketing planning model was originally developed in the 1990s with the aim to provide assistance with marketing planning. SOSTAC® stands for Situation analysis, Objectives, Strategy, Tactics, Actions and Control. (Chaffey 2016.) The model is used by thousands of marketing professionals to create all sorts of plans, such as traditional

marketing plans, corporate plans, advertising plans and digital marketing plans. (Chaffey & Smith 2013, 3.)

SOSTAC® is one of the most popular marketing planning models in the world. The reasons for the framework's popularity are that it can be learned easily and it makes structuring plans easier. (Chaffey 2016.) The key questions considering each stage of SOSTAC® are reviewed in table 1 below.

Table 1: Key questions in each stage of SOSTAC® (Chaffey 2016.)

<i>Stage</i>	<i>Key question</i>
Situation	Where are we now?
Objectives	Where do we want to be?
Strategy	How do we get there?
Tactics	How exactly do we get there?
Actions	What is our plan?
Control	Did we get there?

### **3.2.1 Situation analysis**

Situation analysis is the first stage of SOSTAC® marketing planning framework. Situation analysis aims to form a distinct image of the business by answering to these four questions: who you are, what you do, how you interact and do business online by naming internal and external factors effecting the business. (Swan 2016.)

The key to a successful digital marketing strategy is that businesses make the right decisions. The only way for businesses to make the right decisions is that they really know their current situation, in other words where they are now. SWOT analysis is usually the tool to be used for analysing current situations. SWOT refers to Strengths, Weaknesses, Opportunities and Threats. The tool gives a reliable and a valid answer of where a business stands at the moment. (Byrne 2016, 23.)

SWOT analysis was developed by Albert S Humphrey in the 1960s. (Mind Tools 2017.) The tool is used to identify the strengths and weaknesses of an organization, in other words internal factors, and opportunities and threats, meaning external factors. SWOT analysis helps with making better decisions and developing strategic plans. (Seth 2015, 5.) Figure 1 below explains each stage of SWOT.



Figure 1: SWOT explained (Mind Tools 2017.)

Businesses need to consider their strengths and weaknesses from both an internal perspective and from the point of view of their customers and people in their market. They should also be considered in relation to their competitors. For example providing high quality products is not a strength of a business if their competitors are doing the same. (Mind Tools 2017.)

When looking at opportunities it is useful to look at the strengths of a business and think if they open up any opportunities. Also, weaknesses can sometimes open up opportunities when they are eliminated. Opportunities can rise from many different things, such as changes in technology, markets, government policy related to your field, social patterns, population profiles and lifestyle and local events. (Mind Tools 2017.)

The third stage of situation analysis is competitor analysis. It consists of defining who the competitors of a business are and how they compete. When performing a competitor analysis, businesses should consider their competitor's prices, products, customer service, reputation and key differentiators. (Swan 2016.)

The last stage of situation analysis is called digital channels landscape. It includes listing out all the digital channels used and success of each for the business. The aim is to find out which channels are performing well and which need to be reconsidered. (Swan 2016.)

### 3.2.2 Objectives

Stage two of the SOSTAC® marketing planning model focuses on creating objectives of the marketing strategy. Use of two guides is recommended, because the objectives need to be both measurable and realistic. These two guides are called the 5 Ss and SMART objectives. (Swan 2016.)

As can be seen from figure 2, the 5 Ss refer to Sell, Serve, Speak, Save and Sizzle. The concept was developed by PR Smith around year 2000. The first objective, Sell, refers to growth of sales. Starting with sales is recommended for ecommerce businesses. For businesses who do not actually sell anything online, it is recommended to focus on the leads which will eventually convert to sales. (Chaffey 2010.) For this businesses are advised to use a web analytics system, which will reveal whether the goals of generating new leads were achieved or not. (Chaffey & Smith 2013, 29.)

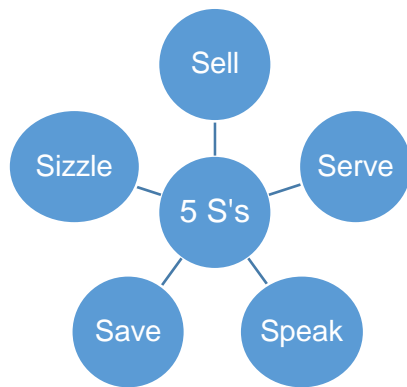


Figure 2: The 5 Ss (Swan 2016.)

Serve is the second objective in the 5 Ss concept. It means serving or adding value for the customers. By having an online presence, value is added for customers at all stages of the buying process: pre-sales, during the sale and post-sales support. (Chaffey & Smith 2013, 33.) Customers often go on to the company website or social customer service to get their questions answered and complaints handled. Thus, businesses need goals for customer satisfaction in order to know how well they perform with customer service. (Chaffey 2010.)

Speak is the third objective of the five. It means getting closer to customers through dialogue and participation. Digital channels perform well as channels of communication which engages customers. (Chaffey 2010.) Digital channels also make people more aware of the business, increase brand recognition, revise customer opinion and spread word about special offers. (Chaffey & Smith 2013, 33.)

Another digital marketing objective in the 5 Ss concept is Save. It refers to reducing the marketing costs by using the Internet. E-marketing saves money in many different ways, such as in digital media channels, customer service, transactional costs, print and distribution. When customers service themselves over the Internet, it obviously saves money and

if implemented in a simple, fast and easy way, it results in increased customer satisfaction. (Chaffey & Smith 2013, 38.)

The last of the five Ss is Sizzle. It refers to building and strengthening a brand online. The key sizzle goals are satisfaction and recommendations. (Chaffey 2010.) When defining a “sizzle” of a business, businesses are advised to ask themselves “What experience could a web site deliver that would represent the brand in a truly unique way?” Brands are important, because people recognize certain brands and trust them. In addition, brands enhance the relationship between a business and its customers. Sometimes having a strong brand is the only thing that differentiates a business from another. (Chaffey & Smith 2013, 40.)

The next of step of defining objectives of a marketing strategy is to turn the objectives measurable, in other words SMART. (Swan 2016.) SMART stands for Specific, Measurable, Achievable, Realistic and Timely. (Byrne 2016, 23.) Each objective should be turned into a SMART objective by considering the questions in figure 3 below.

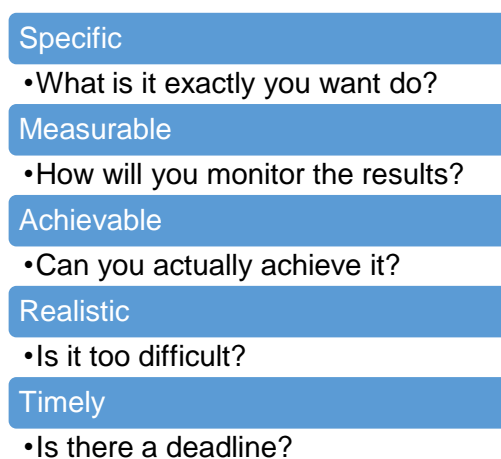


Figure 3: SMART explained (Byrne 2016, 23.)

When defining objectives of a marketing strategy, businesses need to take into account that the objectives are not too broad or vague. Defining specific objectives is important, because the actions needed to achieve the goal become clearer. A specific objective applies to a framework, a location or has specific funding. (Steffens 2015, 7-8.)

Having measurable objectives is also important, because it allows businesses to monitor their progress and stay motivated. Tracking results assists in staying focused and meeting deadlines. Furthermore, it allows seeing the progress towards achieving the goal more



clearly. (Mind Tools 2017.) Setting measurable objectives can sometimes be tricky due to certain objectives being more qualitative than quantitative. (Steffens 2015, 8.)

Objectives need to be achievable in order for them to be eligible. They should be challenging, but still attainable. When defining achievable goals, these two questions are helpful: how can I reach this goal and how realistic is the goal, based on limitations, such as financial factors. (Mind Tools 2017.)

Every objective needs a deadline, because it helps in staying focused on the right things at the right time. Prioritising tasks is important in order to prevent everyday tasks from taking time from long-term goals. These questions usually help in setting timely goals: when, what can I do six months from now, what can I do six weeks from now and what can I do today. (Mind Tools 2017.) Without deadlines, objectives can lose their concreteness and verification of achievement becomes impossible. (Steffens 2015, 8.)

### **3.2.3 Strategy**

Strategy is the third stage of the SOSTAC® marketing planning framework. It summarizes how we are going to get there, meaning how we are going to achieve the objectives we have set. The strategy should explain which segments of the market are going to be targeted with the marketing plan. (Swan 2016.) The approaches are general at this stage, in other words headlines. The more detailed version of the strategy will be covered in the next stage of SOSTAC®, called Tactics. (Byrne 2016, 23.) Businesses are advised to spend a lot of time in creating their strategy. (Smith & Taylor 2004, 642.)

The key components of an effective digital marketing strategy are the acronyms of STP and SIT. STP stands for Segmentation, Targeting and Positioning. (Hanlon 2016.) Objectives can also be added to STP, because making sure that the original objectives are fulfilled is important. (Smith & Taylor 2004, 641.) STP is a useful model for creating marketing plans, because it helps businesses to prioritise propositions, develop and deliver personalized and relevant messages, leading to greater audience engagement. (Hanlon 2016.)

SIT on the other hand stands for Sequence, Integration and Tools. (Smith & Taylor 2004, 641.) Sequence means sequence of events, such as gaining credibility before visibility. Integration refers to how everything will be integrated, such as database and online value proposition. Lastly, tools mean tactical tools, such as social media and content marketing. (Smith 2017.)

Segmentation is a term for finding out how many different types of customers a business has. (Perner 2010.) Segmentation always comes before targeting. (Suttle 2017.) Customer segmentation can be implemented based on nearly any variable. (Hanlon 2016.) Figure 4 below displays ways to segment customers.



Figure 4: Ways to segment markets (Hanlon 2016.)

Targeting refers to which customer segments the business will focus their marketing on. Marketing segmentation and targeting are important parts of any marketing strategy, because they allow businesses to find customers that are the best match for the business. (Suttle 2017.) When choosing which segments to target it is important that businesses evaluate which existing segments are already well-served by other service providers, how large is the segment, what is the likelihood of growth of the segment and does the business have traits that will make them appealing to particularly one customer segment. (Perner 2010.)

Each customer segment needs to be evaluated based on the potential and commercial attractiveness. First of all, segmenting can only be done if the market is large enough. Segmenting small markets can make them even smaller. Secondly, there has to be measurable differences between segments. Thirdly, the cost of additional marketing plans and other necessary changes must be less than the anticipated profits. Also, every segment needs to be easily accessible to the marketing team, and different benefits must be provided to different segments. (Hanlon 2016.)

Positioning on the other hand is the implementation of targeting. (Perner 2010.) It is about outlining, which actions a business will take to market its products and services. (Lauren 2017.) Positioning aims to gain a differential advantage over the competitors as perceived by the customer. In a digital marketing context, a differential advantage over the competitors can be gained through developing a strong online value proposition, in short OVP. (Chaffey, Ellis-Chadwick, Johnston & Mayer 2009, 246.) OVP refers to what a business can offer to its customers in order to engage them online. Businesses can engage their customers online in forms of content, products, services or experiences. A business' OVP is the reason why someone chooses to enter their web site. (Smart Insights 2017.)

### **3.2.4 Tactics**

Stage four of the SOSTAC® marketing planning model is Tactics. Tactics answer to the question of how exactly we get there. (Smith 2017.) Tactics are the details of the strategy (Chaffey & Smith 2013, 43.), covering the specific tools used to reach the set objectives. (Swan 2016.) Tactics also involve themes, what kind of campaigns will be run, the division of work (Zook & Smith 2016, 283.) and a customer contact plan. (Smith 2017.)

Tactics are usually presented as a Gantt chart, explaining what happens when and for how long. Tactics are often performed according to a monthly schedule. (Smith & Taylor 2004, 49.) Tactical online tools include website, opt-in email, digital media channels, virtual exhibitions and sponsorship. (Zook & Smith 2016, 281.) Concrete examples of different tactics are SEO, pay-per-click, affiliate networks and email marketing. (Swan 2016.) Which tactical tools to use is often defined by the brand, the desired customer experience, the traits of the audience and the kind of strategy a business wants to implement. (Zook & Smith 2016, 281.) Before choosing to utilize any e-tool for marketing purposes, the functionalities of each tool need to be fully understood by the marketing team. (Chaffey & Smith 2013, 43.)

Tactics also cover the 8 Ps marketing mix, which are Product, Price, Place, Promotion, People, Physical evidence, Processes and Partnerships. (Chaffey 2016.) Figure 5 below clarifies seven of the 8 Ps. The 8th P, Processes, mean integration of front –and back-of-fice systems to provide better customer experience. (Chaffey & Smith 2013, 97.)

Product	•Delevelopment of products and services
Price	•Pricing models
Place	•Distribution channels
Promotion	•Combination of paid, earned and owned media
Physical evidence	•Ways to reassure customers
People	•Staff and potential skills gaps
Partners	•New and existing partners

Figure 5: The 7 Ps marketing mix (Hanlon 2014.)

A communications mix, which includes ten different communications tools, needs to be considered in the tactics section as well. The ten communications tools are advertising, selling, sales promotion, PR, sponsorship, direct mail, exhibitions, merchandizing, packaging and word-of-mouth. (Chaffey & Smith 2013, 81.) Businesses need to constantly review their communications mix and try to find the best mix of communications tools for their business. (Chaffey & Smith 2013, 84.)

Because Lakeside Cafe should focus their social media marketing on Facebook and Instagram, best practices related to these two platforms need to be reviewed. Tactics relating to Facebook marketing include that businesses should post pictures and videos, because visual content engages people the most on Facebook. Posting other types of content besides pictures and videos is important to remember as well, because good variety in post types keeps the feed interesting for the followers. (Mineo 2015.)

In addition to visual content, businesses are advised to post about special offers or share links to interesting articles related to their field. (Mineo 2015.) When crafting Facebook posts businesses should always aim to engage as many of their fans as possible. An engaging Facebook post catches people's attention and encourages them to take action. Examples of engaging Facebook posts are questions, fill-in-the-blanks and pictures that ask questions. (Ayres 2017.)

Additionally, Facebook marketing best practices include questions about when and how often to post. Determining optimal times to post and the frequency of posting is something that businesses should experiment. Businesses should start with thinking when their audience is on Facebook. By checking the performance of their posts in Facebook Insights, businesses can determine their ideal times to post as well as how often they should post

in order to engage as many people as possible. (Mineo 2015.) According to 16 social media studies, the optimal times to post on Facebook are 9 a.m., 1 p.m. and 3 p.m. (Ellering 2016.)

Businesses are advised to have a Facebook posting strategy as well. It is important to think how their posts communicate with upcoming sales or promotions. Planning out posts in advance ensures that each type of content is represented on your Facebook page regularly, meaning fill-in-the-blanks, questions, pictures and videos. (Ayres 2017.)

When it comes to Instagram marketing best practises, business should keep in mind that Instagram is all about visual content. Businesses are advised to present their brand on Instagram in the most attractive way possible by posting only great eye-catching content. (York 2016.) For outstanding promo pictures businesses should place their product in front of an interesting background and add a nice-looking filter. Using filters is important, because it generates engagement by enhancing your picture's aesthetic value. (Kao 2016.)

Furthermore, businesses need to be aware of that feeds that are too centered on sales and promotion do not work on Instagram. (Kao 2016.) There should be a balance between promotion and inspiration. (York 2016.) People want to browse through feeds that they can connect to. One way for businesses to do this is to post pictures of customers enjoying their product. It is even better if they can get a celebrity or some other respected name to showcase their product. Another great way to make your followers connect with you is to post a funny picture that you think suits the situation and reflects the thoughts of your followers. (Kao 2016.)

Determining the best times to post on Instagram is part of the tactics section as well. Posting often and during optimal times is recommended. Businesses should keep in mind that quality is more important than quantity when it comes to Instagram marketing. (York 2016.) The optimal time to post on Instagram is between 8-9 a.m. Businesses should avoid posting at 3-4 p.m. (Ellering 2016.)

### **3.2.5 Actions**

Actions is the fifth stage of the SOSTAC® marketing planning framework. Whereas tactics were the details of strategy, actions are the details of tactics. (Zook & Smith 2016, 284.) It answers to the questions of what is our plan (Chaffey 2016.) and who does what, when and how. (Smith 2017.) Systems, processes, guidelines, checklists and internal marketing

are included in the actions section (Zook & Smith 2016, 284.) as well as project planning and implementation. (Chaffey & Smith 2013, 45.)

Concrete examples of actions include keyword analysis, on page optimisation, link building, affiliate program, tracking etc. (Swan 2016.) Differentiating tactics and actions can be tricky sometimes. The difference between the two is illustrated in table 2 below.

Table 2: The difference between tactics and actions (Swan 2016.)

<b>Tactic</b>	<b>Action</b>
<b>SEO</b>	Keyword analysis On page optimisation Website content Link building
<b>Pay-per-click</b>	Keyword analysis Budget Landing pages Product availability
<b>Affiliate networks</b>	Affiliate program Business development
<b>Email marketing</b>	Software Tracking

Actions relating to Facebook best practises include that businesses should make sure that they have a recognizable profile picture and an engaging cover photo. A recognizable profile picture can be for example a company logo or a headshot. (Mineo 2015.) An engaging cover photo is a simple, high quality picture with a clear focal point. (Mineo 2016.) Changing your cover photo every now and then is recommended when new promotions or seasons arrive. (Ayres 2017.)

Secondly, businesses are advised add links to the descriptions of their profile picture and cover photo in order for people to get to know the company better. Also, adding a call-to-action (CTA) button to your cover image can increase traffic from your Facebook page to your company website. There are seven pre-made options available. When people click on that CTA button, they are automatically forwarded to a landing page of your choosing. Businesses can even track how many people clicked on the call-to-action button by viewing their Facebook Insights. (Mineo 2015.)

Additionally, the about section of your company's Facebook page should be filled out carefully with a short, but descriptive copy that reveals all the necessary information about your company and your page. The first item in the about section should be a link to your company web site. It is also good to think about adding milestones to your page. Milestones can be for example the year your company was founded, launch of popular products or special events. (Mineo 2015.)

Responding to comments is something that businesses should do on a regular basis. If you get a lot of comments, you do not have to respond to each and every one of them, but at least read what people are saying about you and your business online in order to avoid social media crises. It is important that businesses maintain a dialogue with their fans. (Mineo 2015.)

Businesses should utilize pinned posts, too. Important posts, such as upcoming events or product announcements, can be pinned at the top of your Facebook page in order for them to be seen even when new posts are published. Without doing this, people are likely to miss your important messages since older posts are pushed down whenever new posts get published. (Mineo 2015.) Lastly, businesses are advised to keep posts short and to the point. (York 2016.) A good length for a Facebook post is less than 80 characters. Posts with 40 or less characters engage the most people. (Bullas 2017.)

When it comes to Instagram marketing best practises, businesses should make sure that their username is easy to remember. Secondly, businesses should use relevant keywords in their bio description, since it helps people to understand what the business is all about. Thirdly, a branded profile picture should be used. It can be either a company logo or a headshot. In addition, businesses are advised to add a link to their company website to their bio description, because it helps in converting followers into customers which is the end-goal of Instagram marketing. (Kao 2016.)

Engagement and participation are the building blocks of Instagram. Thus, businesses should get their Instagram followers to participate. There are several ways to do this. One of them is to hold unique Instagram contests. Contests engage users, help in getting more followers and keep people coming back. Businesses can for example ask their followers to repost images or use branded hashtags. (York 2016.)

Regramming is another great way for businesses to engage their followers, because people like to be acknowledged. Regramming means posting user-generated content on your

Instagram page. Asking questions is also an effective way to engage your audience. Businesses can for example ask what their followers think about their products and services. Engaging with the answers is important to remember as well. (York 2016.)

Furthermore, it is important that businesses maximise their chances to getting discovered. There are several ways for businesses to promote their account. Tagging people in your posts is one way to do this. Tagging people who are involved can double the engagement your picture receives. (York 2016.)

Including relevant hashtags is another way to increase the visibility of your Instagram account. It helps people who are interested in the type of products and services you offer to discover you. Businesses are advised to use seven hashtags per post in order to get enough engagement. They can be for example terms related to your industry, company name, location etc. (Kao 2016.)

Using geo-tag features helps in getting your account discovered, too. For example, Instagram users often search for restaurant geo tags when they are contemplating where they want to eat. After searching for that restaurant geo tag, Instagram will show the user pictures that were taken at that particular restaurant. Thus, using geo locations is important, because it maximises the size of your audience. (York 2016.)

Lastly, leaving relevant and meaningful comments on your prospects' content can increase your follower count. After leaving a comment on your target user's picture, they are almost guaranteed to comment back and 401 % more likely to follow you. Thus, businesses are advised to think of users they want to engage with and leave meaningful comments on their content. (Kao 2016.)

### **3.2.6 Control**

The last stage of the SOSTAC® planning model is control. It answers to the question of did we get there (Chaffey 2016.) and how do we monitor and measure our performance (Swan 2016.) based on the targets set in the second stage of the planning model. Regular reviews of how the strategy is working are mandatory and changes to the strategy can be made if necessary. (Chaffey & Smith 2013, 43.) In control it is essential that the plan includes who monitors what and when (Smith 2017.) as well as monitoring the competition, meaning competitive intelligence. Competitive intelligence means reviewing what the competitors are doing, what works for them, what have they stopped practising etc. (Chaffey & Smith 2013, 45.)



In addition, measuring the 5 Ss and key performance indicators (KPIs) are included in the control section, as well as mystery shopping and usability testing. (Smith 2017.) Contingency plans are an important part of the control section, too. Businesses need to think which actions to take if something unexpected happens, for example a competitor reduces prices, network crashes or “plan A” fails. (Chaffey & Smith 2013. 45.)

The most important metrics for businesses to measure are number of new leads, lead conversion rate, cost per conversion, email conversions and contribution margin. (Lavinsky 2015.) Other commonly used metrics are page views, page likes, page visits, reach, impressions and metrics related to engagement, such as clicks, likes, comments, shares and mentions. (Seppänen 30 March 2017.) The many benefits of tracking metrics include saving and making more money, seeing what is working as well as being alerted whenever problems occur. (Lavinsky 2015.)

Tracking metrics is useless if businesses don't know how to use the data. Key performance indicators (KPIs) help in understanding what the metrics mean for the business in relation to its strategic goals and objectives. (Boardman 2017.) Each KPI has its own criteria for when a goal or an objective has been accomplished. (Lorette 2017.)

There are many different tools for tracking online performance. There are both free and paid tools available. Examples of free web analytics tools are Google Analytics and Clicky. The features of Google Analytics include which pages people visit, how much time they spend on the site and which actions they take. Google Analytics also reveal social media shares, ad clicks, where the traffic to your website is coming from and which keywords bring people to your site. The data is reported on the following day. (Walgrove 2016.)

Clicky on the other hand offers both free and paid plans. The free plan allows you to track one website with a maximum of 3000 website visits per day. (Clicky 2017.) The features of Clicky's free plan include information about visitors, such as where they are from, how long they stayed on your site, which actions they took and how they ended up on your site. (Walgrove 2016.) Additionally, the free plan includes information about searches, basic segmentation and customizable dashboard. (Clicky 2017.) Clicky is different to Google Analytics, because the data is reported in real-time. (Ciotti 2017.)

Examples of paid tools for tracking online performance are HubSpot and Kissmetrics. HubSpot is an inbound marketing and sales software that provides assistance to businesses who want to attract more visitors to their web site, increase their lead conversion and close more sales. HubSpot offers a vast variety of different services and tools that let

businesses increase their traffic, connect with leads as well as close and manage those leads. Furthermore, HubSpot offers a set of support tools, such as free infographic templates, email signature generators and website reports. The monthly price varies from 185 euros to 2200 euros. (HubSpot 2017.)

Kissmetrics is another example of a paid web analytics tool. The tool offers analytics and conversion products. Kissmetrics helps businesses to better understand the behaviour of their website visitors as well as to make informed decisions generating growth for the business. Kissmetrics produces many kinds of reports, such as funnel reports, people reports, revenue reports, path reports and metrics. The price for Kissmetrics varies from 220 dollars to 1400 dollars per month. (Kissmetrics 2017.)

For tracking Facebook page performance, business are advised to use Facebook Insights. The tool reveals valuable information about impressions, comments, shares, reactions, link clicks, likes, total number of fans (York 2016.), best post types and much more. (Ayres 2017.) Instagram Insights on the other hand is used for tracking performance on Instagram. The tool helps businesses to understand what is working well and what still needs to be improved. Instagram Insights reveal important data about post performance, Instagram trends, comments, hashtags usage, audience engagement and influencers. It is crucial for businesses to know when and how their followers are engaging with their Instagram content. (York 2016.)

## 4 Development process

This chapter will cover the development process of the project, including an introduction of the methods used for collecting the data and the benchmarking study. The end product of the project, the social media marketing plan, will be described at the end of this chapter.

### 4.1 Methods

Methods for collecting the data for the social media marketing plan are benchmarking and collecting Facebook and Instagram marketing best practises. One small-sized business who has achieved social media success will be benchmarked. The social media marketing best practises are collected through different social media marketing websites. The best practises can be found in sub-chapters 3.2.4 and 3.2.5.

Benchmarking is about comparing a business to its competitors in terms of operations or processes. The aim of benchmarking is to generate ideas for improvement. If implemented correctly, benchmarking has the potential to reduce costs, increase profits and enhance customer loyalty and satisfaction. (Reh 2017.) Best practices on the other hand refer to a set of proven techniques or methods that ensure success and lead to desired results. The techniques or methods are validated through experience and research. (Rouse 2017.)

A model of the benchmarking process will be used to identify the steps of the benchmarking study. The model is called the benchmarking wheel. It is developed by B. Andersen and P.G. Pettersen. Figure 6 below explains each step of the benchmarking wheel.

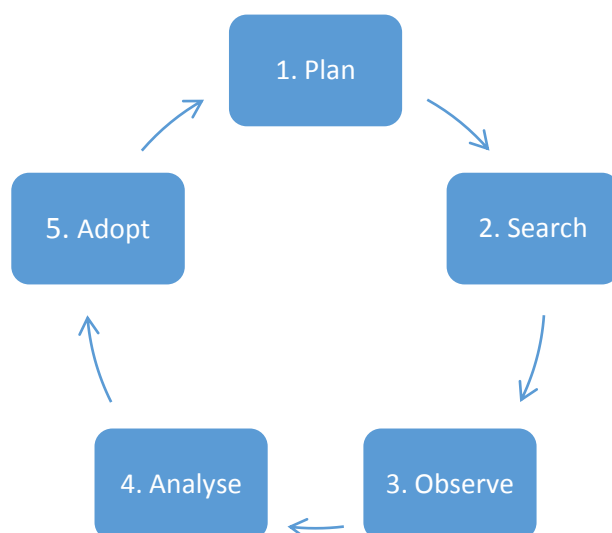


Figure 6: The benchmarking wheel (Andersen & Pettersen 1995, 14.)

Step one, plan, is about selecting and documenting the process to be benchmarked. Step two, search, is about selecting the benchmarking partner, meaning who performs the process best. Step three, observe, is about observing and analysing how the benchmarking partner performs the process. Step four, analyse, is the process of identifying potential gaps in the performance, and finding out the reasons behind the gaps. Last step, adopt, is about choosing the best practices, adapting them to the business and lastly implementing the changes. (Andersen & Pettersen 1995, 14.)

## **4.2 Data collection**

The benchmarking study is based on the benchmarking wheel by B. Andersen and P.G. Petersen. The study covers all of the steps of the benchmarking wheel: plan, search, observe, analyse and adopt. One small-sized business in the field of restaurants in Finland was benchmarked.

The benchmarked processes were Facebook and Instagram marketing. The aim of the benchmarking study was to find out how a small business that has achieved success with social media uses Facebook and Instagram for marketing purposes, choose the best practises and adopt them to Lakeside Cafe's social media marketing. The observed activities were profile picture, cover photo, about section, ways to contact, information section, posting schedule, content types, captions and dialogue.

The benchmarking partner for this study was Kitty's Milkshake Bar. They were chosen to be the benchmarking partner, because they are the best Facebook marketers in Finland according to an online analysis tool for Facebook pages called LikeAlyzer. Kitty's Milkshake Bar was the benchmarking partner for the Instagram marketing part as well, because they seem to be doing all the right things there as well. They post regularly, have great variety in post types and use engaging captions. Additionally, they engage their fans by asking questions and replying to comments. They post a lot of pictures of their customers as well, which is really powerful.

The data was collected through observation. Facebook marketing was the first process to be benchmarked. Kitty's Milkshake Bar has 4329 likes on Facebook and they are rated five stars. They use their logo as their profile picture and their cover photo displays five of their milkshakes. In the about section they tell quick facts about their business, meaning where they are located, what they offer and that they are the first milkshake bar in Finland.

On the front page of their Facebook page Kitty's Milkshake Bar has listed multiple different ways for people to contact them. People can either email them, phone them, message

them on Facebook or visit their website. They have also added their address and opening hours to the front page.

Kitty's Milkshake Bar has shared a lot of information about them on their Facebook page. In the information section they inform their page visitors about when they launched the business, why they chose to open Kitty's Milkshake Bar, price range, milestones, parking, specialties, services, methods of payment, CEOs, menu and how to get to Kitty's Milkshake Bar by using public transport.

Kitty's Milkshake Bar has a regular posting schedule, meaning they post on Facebook almost daily. Their Facebook content is mostly pictures about their milkshakes with engaging captions. In their captions they use emojis, questions, hashtags and humour. Kitty's Milkshake Bar also posts pictures of their customers, staff, menu, special offers etc. Image 2 below shows an example of a Facebook post Kitty's Milkshake Bar posted in February 2017.



Image 2: Facebook post by Kitty's Milkshake Bar (Facebook 2017.)

In addition to pictures Kitty's Milkshake Bar has posted some videos. They have posted a couple of thank you videos where the owners of Kitty's Milkshake Bar thank their Facebook fans as well as a few videos about how they make their milkshakes. Additionally, Kitty's Milkshake Bar creates Facebook events for any public events they arrange. They have a separate tab for their TripAdvisor reviews on their Facebook page, too. They have received 16 reviews on TripAdvisor with an overall rating of 5 stars. Furthermore, Kitty's Milkshake Bar maintains a dialogue with its audience by replying to comments. When

Kitty's Milkshake Bar replies to a comment, they always use the commenter's first name and approach them in a welcoming and friendly way.

According to the analysis of Kitty's Milkshake Bar's Facebook page, Lakeside Cafe's Facebook marketing has a lot of gaps. First of all their about section doesn't tell what exactly they offer. Secondly, their cover photo is outdated. It has a Christmas theme and since it is already March as the author is writing this, it seems irrelevant. Furthermore, Lakeside Cafe mostly focuses their Facebook posts around themselves, meaning they do not ask questions from their fans or include customers in their pictures. Lakeside Cafe does not post pictures of the staff or what is on their menu either.

Lakeside Cafe has not added any milestones, price range nor a link where people can see their menu. They do not have a regular posting schedule outside the summer season, which is a gap as well since the business operates outside summer time, too. In addition, Lakeside Cafe does not post enough videos or use hashtags. They should pay closer attention to the quality of their visual contents, too.

Lakeside Cafe does not reply enough to comments. They mostly just like the comments they receive, but they should really take the time to reply because the amount of comments they receive is not that high. The reasons behind these gaps are likely caused by the lack of knowledge Lakeside Cafe has about Facebook marketing and what a successful Facebook marketing strategy entails.

The best practises of Kitty's Milkshake Bar's Facebook marketing are presented in figure 7 below. Lakeside Cafe should adopt and adapt them to their Facebook marketing strategy.

General adjustments	Content	Engagement
<ul style="list-style-type: none"><li>•When Lakeside Cafe was opened</li><li>•The story behind Lakeside Cafe</li><li>•Menu</li><li>•Price range</li><li>•Milestones (launch of Lakeside Cafe, number of likes achieved etc.)</li><li>•Relevant cover photo</li></ul>	<ul style="list-style-type: none"><li>•Pictures of customers, staff, food, products, special offers etc.</li><li>•Videos (thank you - videos, how Lakeside Cafe makes their dishes, drinks etc.)</li><li>•Regular posting schedule outside summer, too.</li></ul>	<ul style="list-style-type: none"><li>•Ask questions</li><li>•Use emojis and hashtags</li><li>•Add a pinch of humour</li><li>•Reply to comments (use the commenter's first name, welcoming and friendly approach)</li></ul>

Figure 7: Adapted Facebook best practises (Kitty's Milkshake Bar 2017.)

The second process to be benchmarked was Instagram marketing. The data was collected likewise in the Facebook marketing section, through observation. Kitty's Milkshake Bar has 534 followers on Instagram and they are following 140 accounts. Their username is "kittysmilkshakes" and they use their logo as their profile picture. In their bio description they tell what makes them unique, meaning that they are currently the only milkshake bar in Finland. Additionally, they tell what they offer and that they are inspired by the 50's, which indicates their business idea. In their bio description they have also added their address and a link to their Facebook page. The link is adjusted for mobile users, which is a big plus since Instagram is mostly used on mobile devices.

Kitty's Milkshake Bar's Instagram posting schedule varies. Sometimes they post up 7-8 times a week, sometimes they post only a couple times a week. Their average posting schedule is around 3-4 times a week. They post pictures of their milkshakes, customers, staff, special offers, business space etc. In their captions they use emojis, hashtags and humour. Examples of hashtags include different ingredients, #kittysmilkshakebar, #milkshake, #specialoftheday, #helsinki, #myhelsinki etc. In addition to pictures they have posted a couple of thank you videos. Maintaining a dialogue with followers is included in Kitty's Milkshake Bar's Instagram marketing strategy as well. They almost always reply to comments and when they do, they reply with friendly messages and emojis. Image 3 below shows an example of an Instagram post by Kitty's Milkshake Bar.



Image 3: Instagram post by Kitty's Milkshake Bar (Instagram 2017.)

Based on the analysis of Kitty's Milkshake Bar's Instagram account, there are many gaps in Lakeside Cafe's Instagram marketing as well. Firstly, their bio description has very limited amount of information about the business. It does not include anything else but the

name of the company and a link to their Facebook page. On top of that the link is not optimized for mobile users, like Kitty's Milkshake Bar's link. Secondly, Lakeside Cafe does not follow enough other accounts. By following more accounts, Lakeside Cafe's follower count is likely to increase. Lakeside Cafe does not have a regular posting schedule either. They have not posted anything since last summer and even then they posted only 9 photos with a posting schedule of one post in every two to three weeks. Furthermore, Lakeside Cafe has not posted any pictures of customers, food, staff, special offers, products etc. They have not posted any videos either nor do they use enough hashtags. In addition, Lakeside Cafe has not received any comments to its posts, which indicates that their followers are not very engaged.

The best practises of Kitty's Milkshake Bar's Instagram marketing are presented in figure 8 below. Lakeside Cafe should adapt and adopt them to their Instagram marketing strategy.

General adjustments	Content	Engagement
<ul style="list-style-type: none"> <li>•Update about section (uniqueness, business idea)</li> <li>•Optimize Facebook page link for mobile users</li> <li>•Follow more accounts</li> </ul>	<ul style="list-style-type: none"> <li>•Pictures of customers, food, staff, special offers, products etc.</li> <li>•Videos (for example thank you videos)</li> </ul>	<ul style="list-style-type: none"> <li>•Post more often (3-4 times a week)</li> <li>•Use more hashtags</li> </ul>

Figure 8: Adapted Instagram best practices (Kitty's Milkshake Bar 2017.)

This benchmarking study shows that Lakeside Cafe's social media marketing has a lot of gaps. The biggest issues have to do with activity, post types, engagement, dialogue and participation. By following Kitty's Milkshake Bar's example, Lakeside Cafe has the potential to develop into a successful social media marketer.

### 4.3 Product description

The end product of this thesis is a social media marketing plan for the commissioning party, Lakeside Cafe. The plan can be found in appendix 1. The marketing plan is based on PR Smith's SOSTAC® marketing planning model, covering each stage of the model: Situation, Objectives, Strategy, Tactics, Actions and Control. The results of the benchmarking study will be adapted to the plan as well as the collected Facebook and Instagram best practises.



The first part of the plan, Situation analysis, will include an overlook of Lakeside Cafe's current performance on social media, a SWOT analysis and a competitor analysis. The objectives of the social media marketing plan will be outlined in the second stage of the marketing plan, covering the 5 Ss and SMART objectives. The strategy part will entail segmentation, targeting and Lakeside Cafe's online value proposition. The fourth stage of the plan, Tactics, covers the specific social media tools that the commissioner should use as well as content and contact plans. Social media checklists, a yearly calendar and a 30 day plan will be provided in the Actions section. The last stage of the plan, Control, lists out how the commissioner can track their performance on social media.

## 5 Discussion

This thesis writing process has been a very instructive learning experience. There were ups and downs along the way, but in the end I feel like I succeeded in creating a plan that could really help the commissioner to get on the right track with social media marketing. Going back to the start of this project, I remember deciding on this topic in autumn 2016 when I was taking multiple online courses relating to social media and digital marketing. That is when I got really interested in the topic and chose to pursue my interest in the field by creating a social media marketing plan as my thesis. During my studies I had always known that I wanted my thesis to be about developing something rather than researching.

I chose to do my thesis for Lakeside Cafe, because I used to work there as an intern in summer 2016. During my time as an intern there, I noticed that they were not doing very well with social media. On top of that, the place is quite unknown to the citizens of Lohja, even though they have been operating for five years already. I decided to help the company by creating a social media marketing plan for them and now that it is completed, the ball is in their court. I will hand out the plan for them after I have received my final grade and my graduation in June becomes official. The plan is that they start implementing the marketing plan as soon as possible. I hope that it is good use for them and they take the greatest advantage of my work.

During this thesis writing process my development as a writer has been remarkable. As I started with this project, I wrote quite slowly and I did not make much progress because of that during the first week or so, but as I got used to the writing, pages seemed to fill up in no time. During my time in Haaga-Helia I have not had to write many long reports on my own, so this definitely felt like a challenge for me and I was quite scared to be honest. But now looking back, it was not so difficult after all. With this being said, my advice for future thesis writers is that they should not be afraid, I know many are. When you have a topic that you have genuine interest in, writing your thesis will not be such a struggle.

I learned many things during this project. First of all, I deepened my already existing knowledge about social media marketing. I had learned the basics of social media marketing on the online courses that I took last autumn, but now my knowledge is a lot deeper and more detailed. Secondly, I learned time management. I knew that I was going to start working fulltime in May 2017, so my thesis had to be done by then. My schedule consisted of working five days a week four to five hours at a time, leaving the weekends free. I feel like that was a good solution for me, because I like to devote my weekends to relaxation. Lastly, I developed my skills in academic writing and source criticism. I did not have much

experience on those areas previously, but now I can say that I have the ability to produce academic text and assort reliable sources from the dubious.

I faced a couple of challenges along the way as well. The fact that I live in Lohja was one of them. I could not access physical books in the school library in Porvoo because of this, so all I could use for my theoretical framework were online books and sometimes it was quite difficult to find them. Luckily, my topic was closely related to Internet, so online sources were widely accepted. The second challenge I faced was the fact that I worked at home. There are so many distractions at home, so sometimes I felt like it was quite hard to concentrate. I tried to work at my local library for a few days, but it turned out impractical for me. If I would have lived in Porvoo during my thesis writing process, I would have probably written my thesis at school, since it is the best place for concentration for me.

All in all, I feel really positive about this experience. Everything went rather smoothly, the communication between me and my supervisor was efficient and the end product is how I wanted it to be. I hope to see well thought out posts on Lakeside Cafe's social media accounts in the summer and that the plan brings desired results for them.

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## Appendices

### Appendix 1. Social media marketing plan for Lakeside Cafe

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# 1 Introduction

This social media marketing plan is based on PR Smith's marketing planning model called SOSTAC®. SOSTAC® stands for Situation analysis, Objectives, Strategy, Tactics, Actions and Control. The recommendations provided in this marketing plan are based on the benchmarking study and the collected social media marketing best practises.

The plan begins in chapter 2 with a review of Lakeside Cafe's current performance on social media, covering the two recommended social media tools for the business, Facebook and Instagram. Additionally, chapter 2 covers an analysis of Lakeside Cafe's main competition's performance on both Facebook and Instagram as well as a SWOT analysis of where Lakeside Cafe stands with social media at the moment.

The third chapter outlines the objectives of the social media marketing plan. The objectives are defined by utilizing two concepts called the 5 Ss and SMART objectives. The goal is to create both measurable and realistic objectives, which will help to define whether the marketing plan brought desired results or not.

Chapter 4 includes listing out how many different types of customers Lakeside Cafe has as well as which customer segments Lakeside Cafe should target with their social media marketing. Furthermore, chapter 4 introduces Lakeside Cafe's online value proposition, meaning the specific benefits Lakeside Cafe's online customers will get from their social media content.

The fifth chapter covers the specific social media tools that Lakeside Cafe should focus their social media marketing on. Content and contact plans are provided in the chapter 5 as well. The content plan will include what type of content Lakeside Cafe should produce, to which channels, how often and at what times of the day. The contact plan on the other hand lists out how Lakeside Cafe should stay in contact with their customers through social media.

Social media guidelines and checklists are included in chapter 6. The recommendations provided in this chapter are based on the benchmarking study and the collected social media best practises. Additionally, a yearly calendar and a 30 day plan for July 2017 are included in the sixth chapter. The last chapter of the social media marketing plan includes guidelines for Lakeside Cafe to track their performance on the chosen social media channels.

## 2 Situation analysis

This chapter reviews Lakeside Cafe's current performance on social media with a focus on Facebook and Instagram, because they are the two social media tools that are recommended for Lakeside Cafe. Furthermore, an analysis of Lakeside Cafe's main competition's performance on social media is included in this chapter as well as a SWOT analysis of Lakeside Cafe's current situation with social media.

### 2.1 Current performance on social media

At the moment (26 April 2017), Lakeside Cafe has 2159 likes on Facebook, which is a great amount. However, Lakeside Cafe is not active enough on Facebook, in other words they do not publish enough posts. They do not ask questions from their fans or interact with other pages either. Furthermore, there is not enough variety on Lakeside Cafe's Facebook content, meaning they mainly post plain text and pictures.

The average ranking for Lakeside Cafe on Facebook is 4.3, which is not bad. Fifteen people have given Lakeside Cafe five stars, six people four stars, two people two stars and one person has given Lakeside Cafe one star. Lakeside Cafe could ask for more reviews on Facebook, because reviews and customer testimonials generate trust and therefore attract new customers.

Image 4 shows the results of an online analysis tool, LikeAlyzer, concerning Lakeside Cafe's performance on Facebook. According to LikeAlyzer, Lakeside Cafe scored 26 out of a possible 100 on its performance on Facebook. The score is quite poor, since the average score for restaurants is 57 and for similar brands 58. Additionally, image 4 holds recommendations on things to improve on Lakeside Cafe's Facebook marketing.

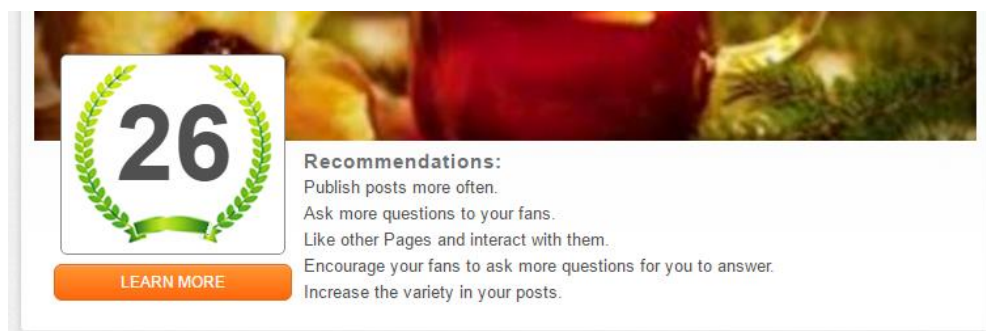


Image 4: Review of Lakeside Cafe (LikeAlyzer 2017.)

With the amount of likes Lakeside Cafe has on Facebook, they should be able to engage more of their fans. Lakeside Cafe's engagement rate is 0.05 %, which is really bad, since

it should be at least 7 % in order to reach success on Facebook. Asking questions is a great way to engage your audience on Facebook. By activating your fans, your page also gets more visibility. (LikeAlyzer 2017.)

Image 5 shows the current state of Lakeside Cafe's Instagram account. Lakeside Cafe's current performance on Instagram is poor due to inactiveness. They have posted only nine photos since their first post on 28th of April 2016. The account was relatively active from April till July 2016. Since July the 22nd they have not posted anything. Lakeside Cafe has 46 followers at the moment and they are following the same amount of other accounts. Their pictures are attractive for the most part, but the quality could be improved. There is also not enough information about the company itself in the bio description. However, Lakeside Cafe is using hashtags in its posts, which is great since it helps people to find their account. Use of a company hashtag is particularly important.

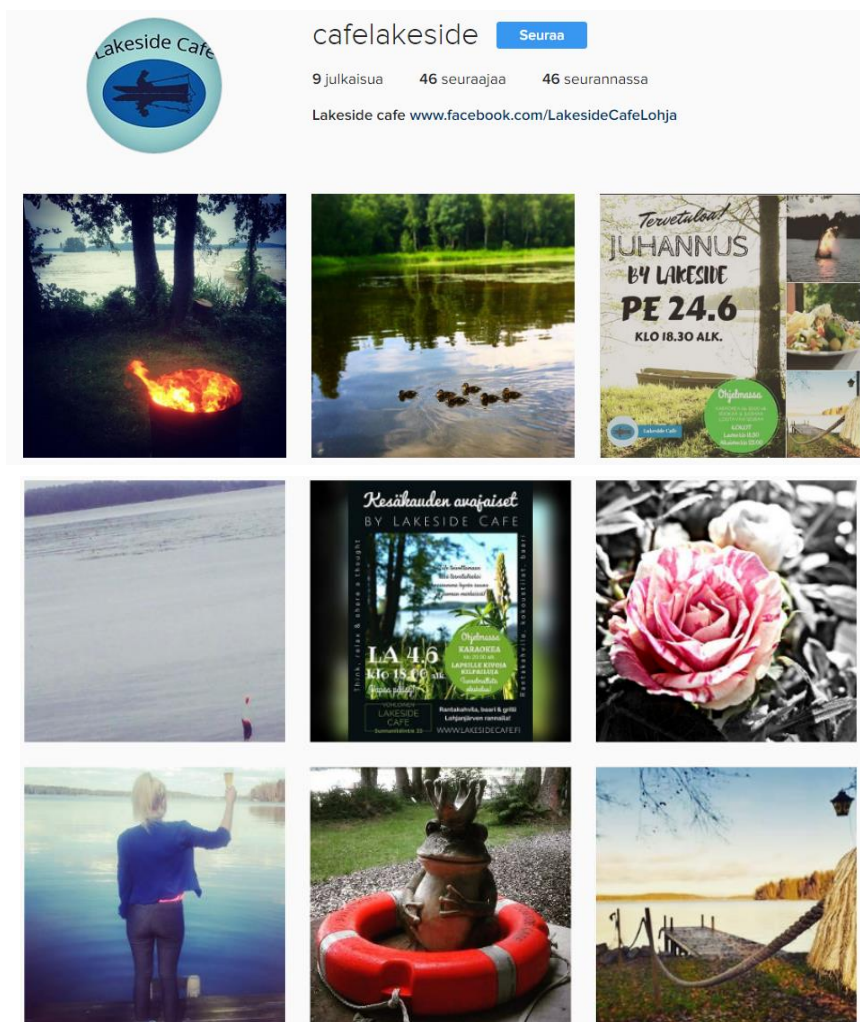


Image 5: Screenshot of Lakeside Cafe's Instagram account (Instagram 2017.)

## 2.2 Competitor analysis

Lakeside Cafe's main competition is Ravintola Hannes, Kisakallio Sports Institute, Hotel Lohja and Gasthaus Lohja. This subchapter reviews their performance on Facebook and Instagram, taking into account likes, followers, post types, activity, rating and hashtags.

Ravintola Hannes has a Facebook page, but their marketing there is poor. They have only 218 likes and 212 followers. During the last two years they have posted only four times on Facebook. Their last post is from 5th of May 2016. They post mainly plain text about different kinds of announcements. Ravintola Hannes has posted only six photos on Facebook, one of them being their logo. They have not posted any videos. They are rated 4.8 out of a possible 5 on Facebook, which is close to perfection. Ravintola Hannes does not have an Instagram account.

Kisakallio Sports Institute has an impressive Facebook page. They have 6153 likes and they are rated 4.5 on Facebook. They are very active on Facebook, in other words they post on Facebook two to four times a day. They share all kinds of interesting content with their fans: photos, videos, industry news etc. Kisakallio also markets their events on Facebook by creating a Facebook event for each event they organise. In addition, there are direct links to Kisakallio's Twitter page, YouTube channel and website on their Facebook page.

Kisakallio Sports Institute's Instagram account is equally impressive. They have 2618 followers and they are following 197 accounts. In total they have posted 728 pictures on Instagram, couple of them being videos. They post mainly pictures of people, which is really powerful. Kisakallio normally gets around 200 likes per post. The pictures are of good quality and visually appealing. Furthermore, Kisakallio uses relevant hashtags, such as #kisakallio and #visitlohja.

Hotel Lohja has a Facebook page, but they have only 165 likes and 159 followers. They are rated 4.6, which is quite impressive. However, only 33 people have rated them which is not that much. Hotel Lohja does not post on Facebook regularly, specifically one to three times a month, sometimes not even that. Altogether they have posted 54 photos of their rooms, food, staff etc. They have not posted any videos. Hotel Lohja has added a direct link to their TripAdvisor page on their Facebook page, which is a clever move.

Hotel Lohja has an Instagram account as well. They have only 80 followers and they are following 58 accounts. Their activity on Instagram is very low. Last year they posted on Instagram only twice. They have posted only 39 photos in total, but the photos look professional. Hotel Lohja has posted pictures of their rooms, food, premises and customers. They have not posted any videos. Additionally, they do not use any hashtags other than #hotellilohja, which is bad since using multiple hashtags would help people to find their account.

Gasthaus Lohja has a Facebook page, too. They have 830 likes and 817 followers. They are rated 4.6 on Facebook, which is impressive. Gasthaus Lohja does not post actively on Facebook, in other words they post there two to three times a month. They have posted only 27 photos displaying their menu, food, rooms etc. They have not posted any videos.

In addition to a Facebook page, Gasthaus Lohja has an Instagram account. They have 77 followers and they are following only six accounts. They have published only 27 photos, but the photos are visually appealing. Gasthaus Lohja has posted pictures of their food, premises, rooms and events. Gasthaus Lohja does not have a regular posting schedule, but when they choose to post something, they post many pictures at once, which is not a good strategy. Furthermore, Gasthaus Lohja is using relevant hashtags, such as #gasthauslohja, #restaurant, #barbeque, #wedding etc.

Table 4 summarizes Lakeside Cafe's and its competitors' performance on Facebook and Instagram. It highlights the main points: Facebook likes, rating on Facebook, activity on Facebook, Instagram followers and activity on Instagram. As can be seen from table 3, Kisakallio Sports Institute performs the best on social media out of these five companies. It is an interesting observation that Lakeside Cafe has the worst Facebook ranking with second most likes.

Table 3: Summary of performance on social media (Facebook & Instagram 2017.)

<i>Company</i>	<i>Facebook likes</i>	<i>Rating on Facebook</i>	<i>Activity on Facebook</i>	<i>Instagram followers</i>	<i>Activity on Instagram</i>
Lakeside Cafe	2160	4.3	Inactive	46	Inactive
Ravintola Hannes	218	4.8	Inactive	-	-



Kisakallio Sports Institute	6153	4.5	Active	2618	Relatively active
Hotel Lohja	165	4.6	Inactive	80	Inactive
Gasthaus Lohja	830	4.6	Inactive	77	Inactive

### 2.3 SWOT analysis

SWOT is a useful tool to analyse current situations. The model is used to identify the strengths, weaknesses, opportunities and threats of a business. Here, the model is applied to social media. The goal is to get an understanding of where Lakeside Cafe stands with social media at the moment. The analysis is presented in table 4 below.

Table 4: SWOT analysis of Lakeside Cafe's social media

<b>Strengths</b> <ul style="list-style-type: none"> <li>• Pre-existing knowledge about social media</li> <li>• Large following on Facebook</li> </ul>	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>• Few followers on Instagram</li> <li>• Lack of knowledge about social media marketing</li> </ul>
<b>Opportunities</b> <ul style="list-style-type: none"> <li>• Increase of Instagram followers</li> <li>• Potential to dominate the field</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>• Competitors</li> <li>• Lack of time</li> </ul>

The strengths of Lakeside Cafe include that they have basic knowledge about social media, meaning they know the principles of Facebook and Instagram. They just do not have the knowledge about how to use them as tools for marketing. Lakeside Cafe has a large following on Facebook, which is definitely a strength of theirs. With the amount of likes they have, they have the possibility to reach thousands of people. When it comes to Instagram marketing, there is a bit more work to be done there. Lakeside Cafe has to find ways to increase their Instagram following and one way to do this could be that Lakeside Cafe would advertise their Instagram account on their Facebook page.

There are a couple of good opportunities out there for Lakeside Cafe. By actively marketing on social media, specifically on Instagram, Lakeside Cafe's Instagram follower count has the potential to increase significantly, which would ideally lead to getting more customers. Additionally, Lakeside Cafe has the potential to dominate the field. Three out of four main competitors of Lakeside Cafe are not marketing actively on social media, which

means that if Lakeside Cafe steps up their game with social media soon enough, they have the potential to outrun their competitors.

However, there are a couple of threats that need to be considered. Firstly, Lakeside Cafe's competitors are not exactly beginners with social media. If they all of a sudden start implementing a successful social media strategy and therefore gain a lot of new followers and visibility, it is a real threat that Lakeside Cafe could lose customers to them. Secondly, lack of time is a threat that needs to be taken into account as well. Summer can get busy at Lakeside Cafe and it can be tricky to find the time to plan out social media posts in advance. That is recommended though in order for the posts to get published regularly and for the quality of the posts to remain high. With this being said, Lakeside Cafe should prioritize planning out post ahead high even at times when it gets busy at the coffee shop.

### 3 Objectives

This chapter includes creating objectives of the social media marketing plan. The goal is to create both realistic and measurable objectives. Use of two guides is recommended in order to accomplish this goal. The two models used for defining the objectives are called the 5 Ss and SMART objectives. The 5 Ss refer to Sell, Serve, Save, Speak and Sizzle. SMART on the other hand refers to Specific, Measurable, Achievable, Realistic and Timely. The 5 Ss objectives of the social media marketing plan are presented in figure 9 below.

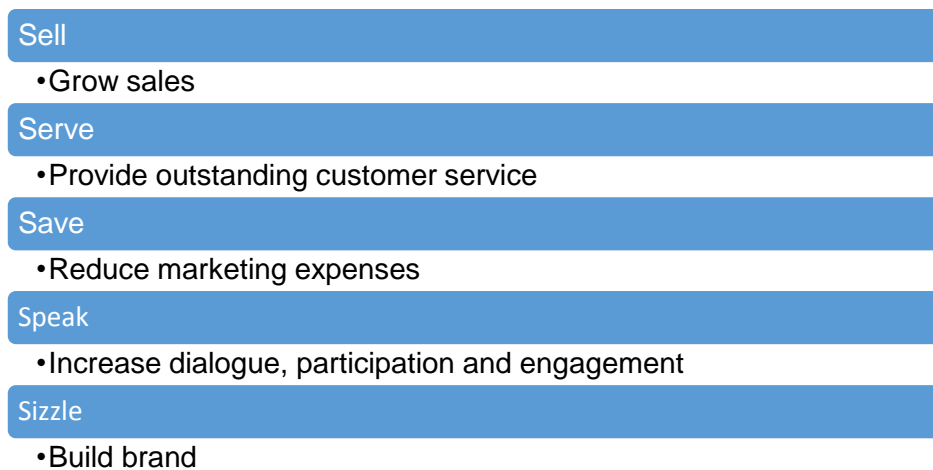


Figure 9: The 5 Ss objectives

Sell refers to growth of sales, which is one of the objectives of this social media marketing plan. By following the instructions of this plan, Lakeside Cafe's reach, impressions and engagement rate are likely to improve and through that sales to grow. The author is unable to give specific numbers or percentages for how much the sales are expected to grow, but the objective is still measurable by comparing sales reports.

Serve on the other hand refers to customer satisfaction. The objective is to provide outstanding customer service online as well as in person. On social media that would mean answering to customer queries and replying to comments promptly with a friendly attitude. This objective can be measured by looking at online reviews and conversations Lakeside Cafe has had with their customers on social media.

The third objective is Save which refers to cost reduction. Social media marketing is free for the most part, but if a company chooses to invest a small amount of money on paid so-

cial media advertising, for example paid adverts, it usually is worth the money. This objective can be measured by comparing previous marketing expenses to social media marketing expenses. There are likely to be huge savings both money- and timewise.

Speak is the fourth objective, referring to dialogue, participation and engagement. At the moment Lakeside Cafe does not maintain a dialogue with their fans on social media nor make them participate so that is one of the goals of this marketing plan. Engagement is probably the most important thing with social media. If your followers are not engaged, they probably will not be your customers which means you will not get the sale. Dialogue, participation and engagement can be measured through likes, comments and shares.

Last objective of the 5 Ss is Sizzle, which refers to building and strengthening the brand online. Lakeside Cafe should emphasize their business idea on their social media content, meaning relaxing in beautiful surroundings by the lake. In addition, use of organic ingredients should be included on Lakeside Cafe's social media content, because that is something that could really set Lakeside Cafe apart from their competitors and build their unique brand online. There are not numeric ways to measure Sizzle, but Lakeside Cafe could measure it by regularly posting brand building content.

## 4 Strategy

This chapter introduces Lakeside Cafe's typical customer base, meaning the most important customers for Lakeside Cafe. Furthermore, this chapter presents which customer segments are targeted with this social media marketing plan as well as what are the key benefits that Lakeside Cafe's online audience will get from Lakeside Cafe's social media content.

Lakeside Cafe's typical customers are friends, families and business people. Friends and families come to Lakeside Cafe to relax in beautiful surroundings away from the town hassle. They enjoy their time over a tasty barbecue meal and cold drinks. Children are kept entertained throughout the whole visit by a trampoline and a beach. Additionally, friends and families book Lakeside Cafe's meeting and conference facilities for different kinds of family events, such as birthday parties, weddings, baptism parties, confirmation parties etc.

Business people on the other hand contact Lakeside Cafe to host meetings, brainstorming sessions, exhibitions, product launches, recreational days etc. In addition to friends, families and business people, elderly people belong to Lakeside Cafe's typical customer base. They normally come to Lakeside Cafe to enjoy a cup of fresh coffee alongside homemade pastries. Since elderly citizens do not spend much time on social media, this marketing plan will not target this customer segment.

Online value proposition refers to the key benefits that a company's online audience will get from the company's online content, in this case social media content. For Lakeside Cafe's customers the key benefits are firsthand information about special offers, discounts, new products and upcoming events. Table 5 below gives an example of each key benefit.

Table 5: Key benefits and examples

<i>Key benefit</i>	<i>Example</i>
Special offer	Coffee break for 2 for just 10 euros! Includes two coffees and two pieces of freshly baked blueberry pie. Valid for this week only!

	<p><i>A picture of the two coffees and blueberry pie pieces would be included in the post as well. Remember the aesthetics.</i></p>
Discount	<p>Share this post and get a 10 % discount on your next purchase at our coffee shop!</p> <p><i>Insert here for example a picture of smiling staff.</i></p>
New product	<p>Our very own fresh squeezed apple juice arrived to our shop this morning! Come and get yours while stock lasts. Only 5 euros per bottle!</p> <p><i>Insert a visually appealing picture of the bottle to the post, too.</i></p>
Upcoming event	<p>Our midsummer party is right around the corner! Put this in your calendars, and don't forget to invite your friends as well.</p> <p><i>Insert an ad of your midsummer party to the post stating the date, time, location and program.</i></p>

## 5 Tactics

This chapter covers the specific social media tools that Lakeside Cafe should use for marketing themselves on social media. Content and contact plans are provided in this chapter as well. The content plan includes what type of content Lakeside Cafe should produce, to which channels, how often and at what times of the day. The contact plan on the other hand lists out how Lakeside Cafe should stay in contact with their customers through social media.

Lakeside Cafe should market themselves actively on both Facebook and Instagram. Facebook is the leading networking site in the world with 1.7 billion active users. A major proportion of Lakeside Cafe's customers are on Facebook, which makes it a great marketing channel for them. The same goes for Instagram. The trend has been that Facebook has lost users to Instagram. Instagram is taking over so to say, especially amongst younger people. As of today Instagram has 600 million active users, which makes it one of the most popular social networks in the world.

Posting different types of content is important for the posts to stay interesting for the audience receiving the content. The types of content Lakeside Cafe should post on Facebook are pictures, short videos, fill-in-the-blanks, questions, special offers, industry news and pictures that ask questions.

Lakeside Cafe should post pictures of customers, staff, dishes, premises, landscape, special offers, products, events, organic ingredients etc. The short videos could be for example thank you videos, how Lakeside Cafe makes their dishes or videos of customers enjoying the sunny weather over a cone of ice cream. The fill-in-the-blanks could be for example "My favourite thing to do after a long day is \_\_\_.", and "If I could have dinner with anyone tonight, I would have dinner with \_\_\_."

Examples of questions that Lakeside Cafe could ask from their Facebook audience are "Have you tried this meal yet? If so, please let us know how you liked it.", "What are your plans for today?" and "What are your favourite things to do on summer holiday?" The special offers on the other hand could be for example "Get a free ice cream when you purchase a meal" and "Book with us now for 3 nights, get the 3rd night half off".

Lakeside Cafe should post on Facebook almost daily during the summer time. The goal is to post 5 times a week. When it is off-season, Lakeside Cafe should aim to post once a week so that people don't forget that they exist, meaning the business is still running even

though the coffee shop is closed. The optimal times for Lakeside Cafe to post on Facebook need to be determined based on when Lakeside Cafe's audience is on Facebook. Since most of them are in the working life, the best times to post would be outside of their working time. According to the 16 social media studies mentioned in subchapter 4.2.1. the optimal times to post on Facebook are 9 a.m., 1 p.m. and 3 p.m. Based on this, Lakeside Cafe should post either at 9 a.m. or at 3 p.m. Of course, these are not strict rules. If the posts published during these times are not generating enough engagement, it is best to try some other times. Experimenting is the key for finding the most optimal times to post.

Lakeside Cafe's Instagram content on the other hand should consist of pictures, short videos and user-generated content. They should post pictures of customers, dishes, products, premises, landscape, special offers, staff, events and funny pictures that their audience can relate to. As stated in subchapter 4.2.2 people want to browse through feeds that they can connect to. Image 6 shows an example of a funny picture that Lakeside Cafe could post when it has been raining for days straight.



Image 6: Example of a funny picture (Meme Center 2017.)

The short videos that Lakeside Cafe should post on Instagram are same kind of videos they should post on Facebook, meaning thank you videos, videos about how they make their dishes, customers enjoying their product etc. User-generated content on the other hand refers to posting your customers' content on your company's Instagram page. This type of Instagram activity is called Regramming. It is an effective way to engage your followers since people like to be acknowledged. Lakeside Cafe can find their customers' content by searching for their geotag "Lakeside Cafe" or by the company hashtag #lakesidecafe.

Lakeside Cafe should post on Instagram 3-4 times a week. According to the 16 social media studies mentioned in subchapter 4.2.1 the optimal time to post on Instagram is between 8-9 a.m. so that is when Lakeside Cafe should aim to post on Instagram. Again, these are not strict rules. If the 8-9 a.m. posting schedule does not work as hoped, in



other words generate enough engagement, Lakeside Cafe should experiment which times are the best match for them. During off-season Lakeside Cafe should aim to post at least once a month in order for people to know that the business is still running even though the summer season has ended. A summary of the content plan is presented in table 6 below.

Table 6: Summary of the content plan

Channel	Content	Frequency of posting	Off-season	Time
Facebook	<ul style="list-style-type: none"> <li>• Pictures</li> <li>• Short videos</li> <li>• Fill-in-the-blanks</li> <li>• Questions</li> <li>• Pictures that ask questions</li> <li>• Special offers</li> <li>• Industry news</li> </ul>	5 times a week	Once a week	9 a.m. or 3 p.m.
Instagram	<ul style="list-style-type: none"> <li>• Pictures</li> <li>• Short videos</li> <li>• User-generated content</li> </ul>	3-4 times a week	Once a month	8-9 a.m.

Lakeside Cafe should maintain a dialogue with their fans and followers on a regular basis. Regular contact with Lakeside Cafe's online audience can be maintained through replying to comments, answering to customer queries via for example Facebook Messenger, asking questions, Regramming and tagging people who are involved. Maintaining a dialogue and regular contact with your online audience is essential, because it generates engagement and makes people participate, which is the ultimate goal of social media marketing.

## 6 Actions

This chapter includes guidelines and checklists for Facebook and Instagram marketing, a yearly calendar and a 30 day plan for July 2017. The guidelines and checklists provided in tables 7 and 8 give Lakeside Cafe valuable information about how they can become successful social media marketers. The yearly calendar in tables 9, 10 and 11 gives Lakeside Cafe an idea about what type of posts to produce during off-season. Lastly, the 30 day plan in table 12 shows an example of how a month with active marketing on social media should look like for Lakeside Cafe.

Table 7: Facebook marketing checklist

- ✓ Tell the story behind Lakeside Cafe, incl. when you opened
- ✓ Update your about section with a link to your website
- ✓ Add menu, price range and milestones
- ✓ Update your cover photo and change it according to different promotions and seasons
- ✓ Add a call-to-action (CTA) button to your cover image
- ✓ Add links to your website to the descriptions of your profile picture and cover photo
- ✓ Post pictures, videos, fill-in-the-blanks, questions, special offers, industry news and pictures that ask questions
- ✓ Post pictures of customers, staff, dishes, premises, landscape, products, events etc.
- ✓ Let your followers know that you use organic ingredients
- ✓ Aim to post 5 times a week
- ✓ Post either at 9 a.m. or 3 p.m.
- ✓ Post regularly during off-season as well
- ✓ Use emojis and hashtags
- ✓ Add a pinch of humor to your posts
- ✓ Reply to comments
- ✓ Keep your posts short (less than 80 characters)
- ✓ Plan out posts in advance
- ✓ Pin important messages to the top of your page
- ✓ Track your performance with Facebook Insights

Table 8: Instagram marketing checklist

- ✓ Update your bio description (add what makes Lakeside Cafe unique, the business idea of Lakeside Cafe, relevant keywords, a link to your company website, address)
- ✓ Optimize your Facebook page link for mobile users
- ✓ Follow more accounts
- ✓ Post pictures, videos, user-generated content and special offers
- ✓ Post pictures of customers, dishes, staff, special offers, products, premises, landscape, events etc.
- ✓ Post funny pictures/memes
- ✓ Use filters
- ✓ Use hashtags and emojis (7 hashtags is optimal)
- ✓ Post 3-4 times a week
- ✓ Post at 8-9 a.m.
- ✓ Avoid posting at 3-4 p.m.
- ✓ Post regularly during off-season as well
- ✓ Plan out posts in advance
- ✓ Hold contests (ask your followers to repost images or use branded hashtags)
- ✓ Reply to comments
- ✓ Ask questions
- ✓ Tag people who are involved
- ✓ Use geo-tag features
- ✓ Leave relevant and meaningful comments on your prospects' content (this might get you more followers)
- ✓ Track your performance with Instagram Insights

Lakeside Cafe should maintain their social media accounts active during low season as well. Otherwise people might forget that the business is still running even though the summer season is over. Public holidays are a good source of inspiration for posts during off-season. When drafting the posts, it is important to remember to present each type of content on Lakeside Cafe's social media pages regularly, meaning fill-in-the-blanks, questions, pictures, videos, special offers and industry news. Lakeside Cafe should post on Facebook once a week during low season, which means 12 posts per season. The goal for Instagram is 3 posts per season, meaning one post per month.

Table 9: Post ideas for autumn

Season	Post ideas
Autumn (September, October, November)	Entrepreneur's Day Autumnal Equinox Father's Day

When the summer season is over and the autumn arrives, Lakeside Cafe should search for inspiration for posts from public holidays, such as Entrepreneur's Day, Autumnal Equinox and Father's Day. On Entrepreneur's Day, Lakeside Cafe could for example post a video of Brian thanking Lakeside Cafe's customers. If posting a video seems overwhelming, posting plain text would work just fine in this occasion. On Autumnal Equinox Lakeside Cafe could post a throwback picture from last summer and wish summer goodbye, since Autumnal Equinox is the official end of summer. On Father's Day Lakeside Cafe could ask a question from their online audience, for example "How do you celebrate Father's Day?" and simply wish all fathers a happy Father's Day.

Table 10: Post ideas for winter

Season	Post ideas
Winter (December, January, February)	Christmas New Year's Eve Valentine's Day

During the winter months, Lakeside Cafe can find post ideas from Christmas, New Year's Eve and Valentine's Day. On Christmas Eve Lakeside Cafe could wish their followers a Merry Christmas with a Christmassy picture, preferably taken at Lakeside Cafe. On New Year's Eve Lakeside Cafe could post a fill-in-the-blank about New Year's resolutions, for example "My New Year's resolution is \_\_\_." and wish their customers a happy New Year. On Valentine's Day Lakeside Cafe could inform their customers about a special Valentine's Day offer.

Table 11: Post ideas for spring

Season	Post ideas
Spring (March, April, May)	Women's Day April Fools' Day Easter May Day Mother's Day

As the spring arrives, there are many public holidays from which Lakeside Cafe can find inspiration for their posts. These holidays are Women's Day, April Fools' Day, Easter, May Day and Mother's Day. For instance on April Fools' Day Lakeside Cafe could come up with their own April Fools' prank and post it on Facebook. On May Day Lakeside Cafe could post a throwback picture to last summer anticipating the upcoming summer and wish their customers a happy May Day. Furthermore, Lakeside Cafe could come up with a special offer for Mother's Day and advertise it on their Facebook and Instagram pages.

The 30 day plan for July 2017 gives Lakeside Cafe a model example of what an active month on social media could look like for them, meaning the plan can be altered if necessary when the time comes. The main idea of the 30 day plan is to make sure that different types of content are presented on both channels regularly. This way the content stays interesting and meaningful for the followers of Lakeside Cafe. In addition, the social media content should inform Lakeside Cafe's online audience about special offers, new products and upcoming events. This way the content remains valuable for the fans and makes them want to keep following Lakeside Cafe's social media pages. Furthermore, Lakeside Cafe should add engaging captions to their pictures and videos. Engaging captions include emojis, questions, hashtags and humor.

Table 12: 30 day plan for July 2017

<b>July 2017</b>	<b>Facebook</b>	<b>Instagram</b>
<b>wk. 1</b>	1. post: picture of customers 2. post: picture of a dish 3. post: question 4. post: video 5. post: picture of an event	1. post: picture of landscape 2. post: picture of a dish 3. post: regrammed picture (4. post: video)
<b>wk. 2</b>	1. post: picture that asks a question 2. post: picture of staff 3. post: industry news 4. post: special offer 5. post: picture of a dish	1. post: picture of customers 2. post: special offer 3. post: picture of staff (4. post: picture of a dish)
<b>wk. 3</b>	1. post: picture of landscape 2. post: video 3. post: fill-in-the-blank 4. post: picture of customers 5. post: question	1. post: video 2. post: regrammed picture 3. post: picture of an event (4. post: picture of landscape)

<b>wk. 4</b>	1. post: special offer 2. post: picture of staff 3. post: industry news 4. post: picture of a dish 5. post: picture of an event	1. post: picture of a dish 2. post: a funny picture/meme 3. post: special offer (4. post: picture of customers)
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## 7 Control

Control is the last stage of this social media marketing plan. Lakeside Cafe should track their performance on social media, because it will give them an idea of whether they succeeded to reach the set objectives of the marketing plan. Lakeside Cafe should review how the strategy is working on a regular basis and make changes to the strategy if necessary. For this, they should decide who monitors what and when. The person who is responsible for monitoring the performance is normally the same person who is responsible for updating the social media accounts. Additionally, he or she would monitor the competition on a monthly basis by reviewing what they are doing, what works for them, what have they stopped practicing etc.

Lakeside Cafe should monitor their performance on Facebook by tracking their like and follower count. The person responsible for monitoring the social media performance could for example write down these numbers at the end of each month. Additionally, Lakeside Cafe should monitor how much engagement their posts normally receive, meaning how many likes, comments and shares. This should be reviewed on a weekly basis. The person responsible for social media could for example check which posts generated most engagement and is the engagement their posts receive getting higher.

For more advanced tracking Lakeside Cafe should use Facebook Insights. The tool reveals valuable information about Lakeside Cafe's page performance, such as the best times to post, most popular content types, the demographics of their fans, reach etc. Lakeside Cafe should also run a new LikeAlyzer analysis of their Facebook page and see how much their LikeRank has increased. For the time being it is 26, but if Lakeside Cafe follows the instructions provided in this marketing plan, the LikeRank is likely to grow significantly. The analysis should be run after Lakeside Cafe has marketed themselves actively on Facebook for a few months, in other words at the end of summer/early autumn.

Tracking performance on Instagram is by large means the same. Lakeside Cafe should monitor their follower count as well as how many likes and comments their posts normally receive. The follower count should be tracked on a monthly basis. The engagement on the other hand should be tracked at the end of each week. Here again, the person responsible for social media updates would check which posts were the most popular as well as whether the engagement their posts receive is ascending.

For more advanced tracking Lakeside Cafe should use Instagram Insights. The tool reveals important information about followers, such as gender, age and location. By using

Instagram Insights, Lakeside Cafe can also learn which posts their followers see and engage with the most. It is crucial for Lakeside Cafe to know when and how their followers are engaging with their Instagram content.

Going back to the objectives of this marketing plan, Lakeside Cafe should track their sales reports as well in order to know how big of an impact active social media marketing has had on their sales. The first review of sales reports could be done after six months of active social media marketing. In addition, Lakeside Cafe should track how well they performed with providing outstanding customer service on social media. They should monitor the conversations they have had with their customers online on a monthly basis and see whether the conversations correspond to their perception of outstanding customer service. Lastly, Lakeside Cafe should see how much marketing on social media has cut down marketing expenses for them. This could be reviewed after six months of active social media marketing.